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ABSTRACT

The State Library Program for future services to the citizens of Michigan includes: (1) a discussion of premises on which the plan is based; (2) the plan with its goals, objectives, and implementation strategies; (3) a description of the existing delivery system within the State Library; (4) a discussion of the evaluation procedures to measure library services and programs; and (5) an appendix of data, survey, charts, and publications which reinforces, supports, and/or more fully illustrates the plan. Structurally, the plan orients itself around four broad goals. Under each goal, numerous objectives are delineated to insure complete coverage in every possible area, and implementation strategies are listed which, when implemented, will successfully achieve the appropriate objectives and broad goals. (Other State Plans are LI003985 through 003993, LI003995 through 004004, LI004027 through 004035 and LI004039 through 004046). (Author/NH)

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Michigan Department of Education

STATE LIBRARY SERVICES

June 1, 1972

THE LONG RANGE PLAN OF THE MICHIGAN DEPARTMENT OF EDUCATION FOR LIBRARY SERVICES THROUGHOUT THE STATE

LI 004 038

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THE LONG RANGE PLAN OF THE MICHIGAN

DEPARTMENT OF EDUCATION FOR LIBRARY SERVICES

THROUGHOUT THE STATE

The purpose of this long range plan is to develop in an orderly systematic manner, a State Library program for future services to the citizens of Michigan. Included in this package is:

1. A discussion of premises on which the plan is based.
2. The plan with its goals, objectives, and implementation strategies.
3. A description of the existing delivery system within the State Library.
4. A discussion of the evaluation procedures to measure library services and programs.
5. An Appendix of data, survey, charts, and publications which reinforces, supports, and/or more fully illustrates the plan.

Structurally, the plan orients itself around four broad goals. These goals, established by the State Library, were selected because they most clearly identify the direction of State Library Services as determined by numerous internal and external influences. Under each goal, numerous objectives have been delineated to insure complete coverage in every possible area, and implementation strategies have been listed which, when implemented, will successfully achieve the appropriate objectives and broad goals.

STATE ADVISORY COUNCIL ON LIBRARIES

INTRODUCTION

The State Board of Education has officially designated the State Board for Libraries as the Advisory Council for all library programs under the Library Services and Construction Act of 1970 as amended.

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Introduction

One of the roots of democracy lies in the preservation and extension of knowledge. The duty of the disseminating of knowledge to support this principle is primarily invested in schools and libraries. Classroom instruction, coupled with library service, form a total education environment. Both print and non-print materials are essential to teaching and learning within the formal education environment and they continue to serve in more informal circumstances beyond graduation when informational and vocational questions need answering. Keeping this in mind, no institution, whether scholastic or governmental, can function isolated from an adequate supply of resource materials.

I. PREMISES

From the beginning of statehood, Michigan has expressed a concern for the educational needs of the state. Four sections from Article VIII of the State Constitution establish the state's commitment:

> Sec. 1. Religion, morality and knowledge being necessary to good government and the happiness of mankind, schools and the means of education shall forever be encouraged.
>
> Sec. 2. The legislature shall maintain and support a system of free public elementary and secondary schools as defined by law. Every school district shall provide for the education of its pupils without discrimination as to religion, creed, race, color or national origin.
>
> Sec. 8. Institutions, programs and services for the care, treatment, education or rehabilitation of those inhabitants who are physically, mentally or otherwise seriously handicapped shall always be fostered and supported.
>
> Sec. 9. The legislature shall provide by law for the establishment and support of public libraries which shall be available to all residents of the state under regulations adopted by the governing bodies thereof.

Before a unified plan can be conceived for the development and direction of library service in the state, major goals, objectives and implementation strategies must be established which set forth the most effective use of library service so that each child, youth, and adult, can take advantage of his rights for a comprehensive, quality educational program.

A good state plan must be based upon a foundation which describes the conditions and responsibilities that prevail within the societal and educational context. The State Library bases its plan upon an overall premise and six sub-premises:

OVERALL PREMISE - EVERY CHILD, YOUTH, AND ADULT IN MICHIGAN HAS A RIGHT TO AN APPROPRIATE, COMPREHENSIVE, AND QUALITY EDUCATION PROGRAM.

Sub-premise 1: Resources play a critical role in the learning process.

Sub-premise 2: The availability and servicing of material resources influences, to a substantial degree, the quality and comprehensive education program offered to the child, youth, and adult.

Sub-premise 3: Adequate state and local financial resources must be provided.

Sub-premise 4: Reorganization of the existing library system must be accomplished to permit state and regional planning, programming, and evaluation of library programs and service.

Sub-premise 5: The availability of material resources and the servicing of needs are essential to continuance and daily existence of state government.

Sub-premise 6: The rapid growth of our society, changes in technological processes, in communication, in knowledge, in social organization, and in patterns of living are so frequent and continuous, that each adult must involve himself in a formal and informal education experience.

As stated above, resources play a crucial role in the learning process. Material resources, that is printed and non-printed matter, provide back-up assistance for the instructor, while financial resources provide for both the instructor and the material resources. This long-range plan concerning the institutions which house material resources orients itself around, and bases its success on adequate financial support.

Incorporated within the plan, and taking priority over all other items, is a proposal for state-wide library regionalization. Regionalization attempts to alleviate a portion of the stifling financial conditions which are hampering the execution of quality library service in Michigan by establishing regional units and providing basic funding support. Very briefly, a summary of the current financial crisis is presented.

At all levels of public library service, incomes increased in 1969 in comparison to 1967; however, with the exception of the large, metropolitan library serving a population of 50,000 or more, all libraries suffered a drop in local income in 1971. Penal fine receipts and local support comprise the majority of the library's income, with a small proportion coming from the state aid program. In the case of penal fine

incomes, the smaller institutions (serving from less than 3,000 up to 24,999) encountered noticeable decreases within the period studied. Similarly, local income dropped or, at best rose only slightly.

At first glance, the smaller public library's financial situation does not appear as serious as a closer look reveals. When income drops, expenditures also drop forcing an all round decline in programs and services. More serious, however, is the fact that in all cases the percentage of the total income directed toward salaries increased steadily throughout the period examined. An examination of the percentage utilized for the purchase of library resources shows an increase but as resource prices rise, each year has seen more money devoted to the purchase of books and periodicals while fewer volumes are actually added to the collection. In summary then, as total income declines, and resource prices and salaries rise, the public library is able to provide only a fragment of the services provided to patrons in past years. Chart A summarizes this information for the period of 1967 to 1971.

CHART A

	Total average incomes	% of penal fines to income	Total average expenditures	% of salaries to expenditures
1967	$ 858,017	11%	$ 859,770	52%
1969	976,750	11%	871,043	51%
1971	1,483,355	8%	1,420,218	62%

Approximately a year ago the Department of Education, at the request of the State Board of Education, introduced a library package to realign library services in Michigan.

HB 4920 was introduced in April of 1971 in an effort to fund its commitment to regionalization of libraries. The bill reported out by the House Education Committee in June is presently in the House Appropriations Committee for funding consideration. The bill allows local libraries to receive $.50 per capita with the regional libraries receiving $1.00 per capita. To encourage the passage of the bill, the State Board of Education decided to present to the state legislature a comprehensive and timely package of proposals. In Appendix A is the recommendation which lists the State Library development and regionalization legislation as a fourth priority for this year. Passage of the four legislative bills must be obtained in order to meet the great need for preserving and strengthening library services throughout the state.

The presentation of background and supportive material is found in Appendix A. The development of a position paper entitled, The Responsibility of the Michigan Department of Education for Library Services Throughout the State places into proper perspective the role of the State Library as it relates to the other library services in the state. As a follow-up to the Hudzik Report, which is a study of library services in the State of Michigan, this proposal is designed to bring about a more

effective coordination of library services at the state, regional and local level. The position paper envisions a major shift in the role of the State Library from a general service agency to a research and coordinating unit for library services in the state, as well as the center for primary materials for the blind, the central depository of legal and government documents, and service agency to other departments of state government. Attached to the position paper are the legislative bills that are currently being considered. Also included is an attachment relating to the financial implications of the bill. In projecting the total funding of the regional bill (4920) the area designations tentatively adopted by the State Board of Education for intermediate school districts is used. Chart B summarizes the funding figures as proposed in HB 4920 at the rate of $.50 to the local library and $1.00 to the regional library.

CHART B

	County Population	1970 Pop. Served by Local Libraries	Local Grants	Regional Grants	Total
Region 1	89,742	79,862	$ 40,201	$ 89,742	$ 129,943
Region 2	165,744	142,949	71,476	165,744	237,220
Region 3	48,861	41,760	16,052	48,861	64,913
Region 4	158,333	112,491	56,296	158,333	214,629
Region 5	140,807	138,202	63,475	140,807	204,282
Region 6	402,686	351,683	175,862	402,686	578,548
Region 7	643,581	494,754	253,151	643,581	896,732
Region 8	563,127	527,000	263,531	563,127	826,658
Region 9	378,423	344,585	177,296	378,423	555,719
Region 10	559,733	578,614	291,311	559,733	851,044
Region 11	263,360	256,828	128,428	263,360	391,788
Region 12	466,977	428,019	214,016	466,977	680,993
Region 13	262,054	263,678	129,845	262,054	391,899
Region 14	411,549	408,831	204,409	411,549	615,958
Region 15	907,871	873,978	399,814	907,871	1,307,685
Region 16	745,484	740,764	370,383	745,484	1,115,867
Region 17	2,666,751	3,465,065	1,732,537	2,666,751	4,399,288
TOTAL	8,875,083	9,249,061	$4,588,083	$8,875,083	$13,463,166

Efforts have been made to identify the advantages and disadvantages by the implementation of HB 4920, Library Regionalization. Chart C lists this information.

CHART C

Advantages

1. Total state coverage.
2. Open-door borrowing.
3. Participation of local library without membership fee.
4. Eliminate systems within present systems.
5. Eliminate single-government system libraries.
6. Augment continuing and adult education for the region.
7. Meet the special needs of students.
8. More efficient acquisitions and purchasing.
9. Strengthen cooperation and coordination of services.
10. Introduce new services to:
    - Aged
    - Shut-ins
    - Minority groups
11. Develop new resources and services for:
    - Drug Abuse Education
    - Alcoholism Education
    - Environmental Quality
12. Participate in new technology:
    - Cable TV
    - Video and audio cassettes
    - Statewide telecommunication system
    - Data banks for resources
    - Microfilm, microfiche, tape
13. Help eliminate dependence upon school libraries in large cities.
14. Effective training in-service programs.

Disadvantages

1. Phasing out some of the present system headquarters.
2. Elimination of small public libraries from participation in State Aid program.
3. Threat of state control.
4. Belief that local autonomy will be lost with no local control over selections of material.
5. Local public Library cannot select region to which it wishes to belong.

It is through the regionalization program that such financial strain will be somewhat relieved, and that the remainder of the state plan will be implemented. No forward movement can be confirmed, or timetable established until the number one priority regionalization procedures begin. Statistical data and comparisons are presented in Appendix D.

II. GOALS

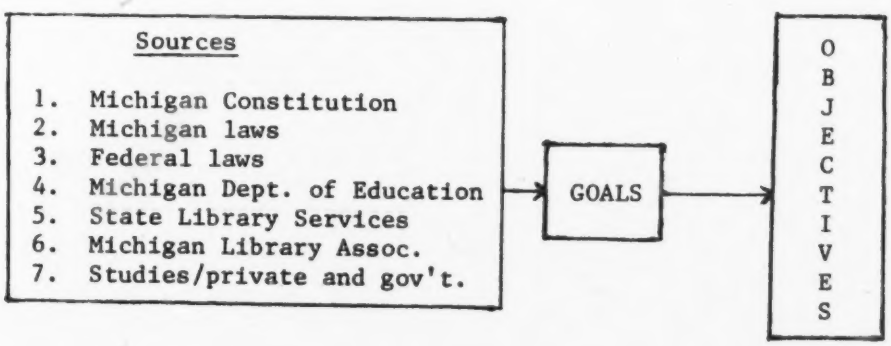
In developing the long-range plan, the State Library is attempting to establish accountability which will answer questions concerning both the ends and the means of the program. Answers should be defended with respect to present scientific and theoretical knowledge, explicit moral, social, institutional, and individual values, and appropriate performance data.

In setting the overall framework for the formation of State Library goals, the Department of Education's document entitled THE COMMON GOALS OF MICHIGAN EDUCATION was used in their development. The Department's goals are grouped into three principal areas in an effort to guide and preserve the present educational system. The areas, their goals, with explanations, are found in Appendix A.

The major goals of the plan are influenced by many sources. An institution of any kind cannot function without coming under the influence of both internal and external forces. In the case of the State Library, these forces include the Michigan Department of Education, the Michigan Library Association, governmental and private studies, federal and state rules and regulations and the State Library organization itself. These sources, for they do influence and shape the plan's goals, set various standards or priorities which may be applied to State Library service, and from which broad targets for achievements may be drawn.

Chart D illustrates the relationship of various SOURCES to goals and objectives developed within the plan.

CHART D



In this context SOURCE is defined as: an influence on an organization or its decisions relative to library service which establishes goals for service. The goals then yield objectives, numerous procedures aimed at a complete coverage of service and programs in Michigan; and finally, implementation strategies or methods employed to satisfy the objectives.

The major goals of the Michigan Department of Education for State Library Services are as follows:

1. TO PROVIDE EACH CHILD, YOUTH, AND ADULT IN MICHIGAN WITH LIBRARY PROGRAMS AND SERVICES APPROPRIATE TO HIS INFORMATIONAL AND RECREATIONAL NEEDS.
2. TO SUPPLEMENT THE LEARNING EXPERIENCE (EDUCATION) OF EVERY CHILD, YOUTH AND ADULT IN MICHIGAN WITH COMPREHENSIVE, QUALITY LIBRARY PROGRAMS AND SERVICES.
3. TO DEVELOP REGIONAL LIBRARY SERVICES TO FACILITATE LIBRARY PROGRAMS IN MICHIGAN.
4. TO PROVIDE LEADERSHIP WHICH ADVANCES UNDERSTANDING, ACCEPTANCE AND UTILIZATION OF LIBRARY PROGRAMS AND SERVICES TO STATE GOVERNMENT, STATE INSTITUTIONS, AND BLIND AND PHYSICALLY HANDICAPPED.

III. OBJECTIVES AND IMPLEMENTATION STRATEGIES

The four goals of this state plan pertain to the delivery of comprehensive and quality library programs and services to all Michigan citizens. Every citizen needs information that will improve his understanding and appreciation of the world he lives in. Information is critical to help the citizen understand his emotional, mental, and physical processes and how he might channel these processes to his best interest and the best interest of the community. The objective of any state library is to help each citizen locate the information which will meet his needs. The following objectives and implementation strategies are intended to accomplish the goals that have been set forth for the organization:

GOAL 1: TO PROVIDE EACH CHILD, YOUTH, AND ADULT IN MICHIGAN WITH LIBRARY PROGRAMS AND SERVICES APPROPRIATE TO HIS INFORMATIONAL AND RECREATIONAL NEEDS.

Objective 1: To provide a ready access for all citizens of Michigan to all resources held by libraries, regardless of their level or location within the state.

Implementation Strategies:

Strategy 1: To make State Library resources and services available to all libraries, and to fulfill a general reference and research function.

Strategy 2: To maintain and extend a network loan system and state lease-line telephone service extending throughout the state and to all levels of libraries.

Strategy 3: To promote the sharing and exchange of resources among libraries in order to better meet the needs of the patrons.

Objective 2: To provide direct specialist services for all libraries in order to stimulate their full development, and to give guidance in the various aspects of service.

Implementation Strategies:

Strategy 1: To give direct personal assistance to all public libraries and public library systems concerning any type of problems which might arise.

Strategy 2: To act as a liaison between the State Library, and the public libraries and library systems.

Strategy 3: To conduct in-service and informational workshops, conferences and meetings which will motivate library personnel to develop to their full potential.

Objective 3: To establish and develop local library programs and services which serve urban and rural areas with high-concentrations of low income families, programs pertaining to environmental quality, drug abuse education, and other national priorities.

Implementation Strategies:

Strategy 1: To identify the areas which qualify under one or more of the five factors used in identifying high-concentrations of low income families in Michigan. (See Appendix E for specific information concerning these factors.)

Strategy 2: To encourage development of innovative local programs for the disadvantaged by placing a top priority on funding project applications which serve the disadvantaged citizen.

Strategy 3: To encourage development of innovative local programs relating to drugs, environment, etc. by placing a top priority on funding project applications that relate to these problems. (See Appendix C for State Library directive.)

Strategy 4: Encourage local libraries to employ persons from local ethnic groups.

GOAL 2: TO SUPPLEMENT THE LEARNING EXPERIENCE (EDUCATION) OF EVERY CHILD, YOUTH, AND ADULT IN MICHIGAN WITH COMPREHENSIVE, QUALITY LIBRARY PROGRAMS AND SERVICES.

Objective 1: To provide direct specialist services to all libraries in order to stimulate their full development, and to give guidance in the various aspects of library service.

Implementation Strategies:

Strategy 1: To work in cooperation with members of the Department of Education in developing school media services, and to assist individual libraries in meeting recommended standards in this area.

Strategy 2: To act as a liaison between the State Library and schools, community colleges, colleges and universities.

Strategy 3: To give direct personal assistance to all school libraries concerning any type of problem which might arise there.

Strategy 4: To conduct in-service and information workshops, conferences, and meetings which will motivate school and college library personnel to develop to their full potential.

Objective 2: To provide library programs and services to the blind or otherwise physically handicapped students of Michigan.

Implementation Strategies:

Strategy 1: To develop a lending system applicable to schools which service the curriculum needs of the handicapped student.

Strategy 2: To provide textbook materials for blind and physically handicapped students in braille or on tape.

Strategy 3: To provide special library materials and services to schools, public libraries, colleges, and universities that support the educational needs of the blind and handicapped individual.

Strategy 4: To perform a public relations function with learning institutions and interested community groups in order to reach the prospective blind and handicapped reader.

Objective 3: To establish and develop local library programs and services which serve urban and rural areas with high concentrations of low income families.

Implementation Strategies:

Strategy 1: To identify and provide information to libraries on the location of disadvantaged persons within their communities.

Strategy 2: To encourage the development of local programs to the disadvantaged by funding projects that relate to, and meet the educational needs of the disadvantaged.

Strategy 3: To administer grants to libraries for the purpose of purchasing library resources for the "Right to Read" program.

Strategy 4: To cooperate with various state departments and educational services in order to further the educational needs of the disadvantaged student.

Objective 4: To assume a supportive role in the interest of the state's community colleges.

Implementation Strategies:

Strategy 1: To redistribute duplicate materials and items no longer needed by the state's major four-year colleges and universities to interested community colleges.

Strategy 2: To maintain a network loan system and lease-line phone service to community colleges in order to supplement possible inadequacies within their collections.

Strategy 3: To develop our audiovisual collection (film, video, cassettes, etc.) for statewide usage.

Objective 5: To provide a ready access for all students in Michigan's learning institutions to all resources held by libraries regardless of their level or location within the state.

Implementation Strategies:

Strategy 1: To make the State Library resources and services available to the student in order to meet his educational needs.

Strategy 2: To advise and assist in the development of school media centers and their coordination with other State Library activities in meeting the expanding demands for library resources.

GOAL 3: TO DEVELOP REGIONAL LIBRARY SERVICES TO FACILITATE LIBRARY PROGRAMS IN MICHIGAN.

Objective 1: To administer and distribute financial and material resources to public and school libraries in order to further their service and program development.

Implementation Strategies:

Strategy 1: To identify the levels of financial support for the maintenance of, and continuance of local library services.

Strategy 2: To distribute state aid grants to public libraries in accordance with state rules and regulations in order to equalize resources and services across the state.

Strategy 3: To direct grants to local libraries which aid in updating personnel and service standards.

Strategy 4: To administer federal funds which provide periodical resources to local libraries for meeting current resource needs.

Strategy 5: To act as a clearinghouse in redistributing library materials to public libraries and community colleges.

Strategy 6: To administer and distribute various federal grants aimed at supporting library development, library construction, inter-library cooperation in accordance with the specific rules, regulations and priorities of the grant.

Objective 2: To develop a regional system comprised of libraries throughout the state.

Implementation Strategies:

Strategy 1: To encourage fiscal responsibility for library services by governmental units below the state level.

Strategy 2: To promote a total network concept for all libraries that optimizes the use of limited resources.

Strategy 3: To provide a working relationship between regional library headquarters and intermediate school districts, community colleges, vocational learning centers and vocational rehabilitation services.

Strategy 4: To develop multi-media learning centers within the regional headquarters.

Strategy 5: To allow library regions to become established for educational purposes, recognizing the geosocio-economic conditions of the areas.

Strategy 6: To strengthen the reference and information resources of the headquarters library in order to provide more efficient services to the local user.

Strategy 7: To allow headquarter libraries to affiliate with the State Library in order to assure an effective statewide delivery and loan system.

Strategy 8: To enlarge library services presently available for the aged, shut-ins, and minority groups.

Strategy 9: To strengthen cooperation and coordination of library services and resources within a given region and reduce wasteful duplication of resources.

Strategy 10: To open up the total resources of a library to all Michigan's citizens.

Strategy 11: To develop in-service programs more relevant to the conditions and organization of each particular region.

Objective 3: To provide direct specialist services for all libraries in order to stimulate their full development, and to give guidance in the various aspects of library service.

Implementation Strategies:

Strategy 1: To cooperate with other departments and educational services in regionalization efforts that service the educational needs of the region.

Strategy 2: To act as a liaison between the librarians of Michigan and professional library organizations and related associations.

Strategy 3: To provide technical assistance in organizing library units into an adequate system within the regional network.

Strategy 4: To confer with, and give assistance to library personnel on the public, institutional, and school library level.

Strategy 5: To organize and assist in statewide workshops aimed at interested library personnel.

Strategy 6: To coordinate federally sponsored library services and grants.

Strategy 7: To act as interpreter of state laws and policies relating to librarianship.

Strategy 8: To carry the responsibility for the certification of public librarians.

GOAL 4: TO PROVIDE LEADERSHIP WHICH ADVANCES UNDERSTANDING, ACCEPTANCE AND UTILIZATION OF LIBRARY PROGRAMS AND SERVICES TO STATE GOVERNMENT, STATE INSTITUTIONS, AND THE BLIND AND PHYSICALLY HANDICAPPED.

Objective 1: To promote innovative ideas, activities, and standards that develop to the fullest all Michigan library facilities, programs, and services.

Implementation Strategies:

Strategy 1: To serve as the principal connecting link between state and national organizations and agencies interested in library development and libraries at all levels within the state.

Strategy 2: To take the initiative in promoting statewide library planning, and to stimulate cooperative efforts among library regions in order to aid in the development of facilities and services.

Strategy 3: To develop annual and long-range plans concerning library programs and services.

Strategy 4: To establish a research network which links the major research collections of the state and allows for easy access and exchange of information between and from those collections.

Strategy 5: To encourage local libraries to meet minimum standards of organization, qualification of personnel, and financial effort for library support.

Strategy 6: To encourage the development of library regionalization for local public libraries.

Objective 2: To provide service to the three branches of state government and local agencies within the state.

Implementation Strategies:

Strategy 1: To maintain a complete collection of state and federal documents, and a selective gathering of local, out-of-state, and foreign government publications.

Strategy 2: To maintain cooperative relations with the Library of Congress in order that copies of all state publications may be made available for the use of the state's delegation in Congress, federal government, and for bibliographical purposes.

Strategy 3: To assemble monthly publications pertinent to state government.

Strategy 4: To maintain branch libraries specializing in the areas of law and general governmental issues, i.e., the Law Library, Government Center, and Legislative Reference.

Strategy 5: To maintain a collection of resources relating specifically to the state, its history and people; the Michigan Unit.

Strategy 6: To preserve the history of Michigan communities through the microfilming of their community newspapers.

Strategy 7: To cooperate with individual state departments and commissions in order to advise them on the establishment of their own libraries, e.g. Michigan Civil Rights Commission, Public Health Department.

Objective 3: To provide library programs and services to the blind or otherwise physically handicapped citizens of Michigan.

Implementation Strategies:

Strategy 1: To provide services and free reading materials to Michigan citizens, who, due to a physical handicap, are unable to read normal printed material.

Strategy 2: To devise a method of obtaining, through a reliable source, a verification of the inability of a prospective patron to read normal printed material, thus meeting established federal standards.

Strategy 3: To maintain a collection of materials and accompanying apparatus in a variety of forms suitable for the blind and physically handicapped reader, e.g. magnetic tapes, discs, large print materials, etc.

Strategy 4: To develop a lending system applicable to readers unable to make personal visits to the library.

Strategy 5: To prepare bibliographies and periodicals listing the holdings of the Blind and Physically Handicapped Library which would be made available to both individual patrons and interested institutions.

Strategy 6: To provide both circulating and display collections to public libraries within the state and to perform a public relation function in order to reach the most prospective blind and physically handicapped readers possible.

Strategy 7: To develop sub-regional libraries for the purpose of delivering library services more efficiently to the blind and handicapped individual.

Objective 4: To provide library services for persons residing in Michigan's correctional, mental, medical, or residential institutions.

Implementation Strategies:

Strategy 1: To provide a carefully selected collection of materials aimed at contributing to the educational, vocational, recreational, and cultural activities offered to the institutionalized individual.

Strategy 2: To provide a bookmobile exchange service and long-term loan deposit facilitated by the use of paperback books and periodicals.

Strategy 3: To strengthen and supplement the collections in the resident libraries of the institution.

Strategy 4: To provide assistance to institutional staff members in the overall development of sound rehabilitation programs which make the best use of library materials.

Strategy 5: To upgrade reading materials in libraries within state institutions.

Strategy 6: To provide information and guidance concerning book selection in relation to materials written about and by minority peoples.

Objective 5: To collect, assemble, and disseminate divers types of information pertinent to various state agencies and the general citizenry.

Implementation Strategies:

Strategy 1: To compile and publish annually the statistics from all libraries in the state as the Michigan Library Directory and Statistics.

Strategy 2: To publish information regarding regulations and legislation affecting Michigan libraries.

Strategy 3: To publish bibliographic materials relating to the special needs and interests of state government, e.g. busing, no-fault insurance, environment, etc.

Strategy 4: To maintain a publication program in the area of Michigan materials and genealogy.

Strategy 5: To prepare required federal, budgetary, and program plans.

Strategy 6: To prepare bibliographies and periodicals listing the holdings of the Blind and Physically Handicapped Library available to both individuals and institutions.

Strategy 7: To prepare and circulate listings of duplicate items to be redistributed to public and community college libraries.

Objective 6: To provide and promote a program of continuing education for library personnel at all levels and for all types of libraries.

Implementation Strategies:

Strategy 1: To promote librarianship by providing on-the-job experience for individuals enrolled and working on their Library Science degree.

Strategy 2: To coordinate with library schools in the development of institutes and library refresher courses.

Strategy 3: To work with librarians, leaders in the profession, and library associations to sponsor and promote meetings, seminars, etc.

Strategy 4: To conduct and sponsor meetings, conferences on issues that are vital to library services and programs.

Strategy 5: To promote learning experiences for the staff in order to keep them abreast of new developments in the library science field.

Objective 7: To develop facilities and staff support to augment quality library services and programs.

Implementation Strategies:

Strategy 1: To plan and develop a State Library building designed to accommodate its unique functions and services.

Strategy 2: To centrally locate such a building in order to provide maximum accessibility to all components of state government.

Strategy 3: To develop a technical and supportive program which facilitates all services and programs performed by the State Library.

IV. PRESENT DELIVERY SYSTEM

LIBRARY SERVICES

Library services provided by the State Board of Education include reference, research and information services, circulation of library materials to state government agencies and institutions, legislators, state employees, public and school libraries, community and junior colleges, four-year colleges and universities, and individuals without adequate local library service. Consultant services are available in all service areas.

The State Library circulation is over one-half million items. Some 150,000 reference and research questions and 35,000 telephone requests are made to the State Library annually. This includes direct contacts with the 24 library systems and 550 public libraries throughout the state. Twenty-seven community colleges and 5,000 school libraries are also served through reference and research services.

These library services are dispersed from six facility locations in Michigan as follows:

1. The State Library
   735 East Michigan Avenue
   Lansing, Michigan 48913

2. Legislative Reference Service
   Capitol Building
   Lansing, Michigan 48902

3. Law Library
   Seven-Story Office Building
   First Floor-East
   Capitol Complex
   Lansing, Michigan 48933

4. Government Center Branch
   Seven-Story Office Building
   First Floor-West
   Capitol Complex
   Lansing, Michigan 48933

5. Upper Peninsula Branch
   413 Ludington Street
   Escanaba, Michigan 49829

6. Access Office
   University of Michigan
   Graduate Library
   Ann Arbor, Michigan 48104

READER SERVICES

The general services of the State Library include reference, research and loan functions. An efficient and reliable bibliographic service and interlibrary loan system is essential, and the State Library is the hub of the state's interlibrary loan system. Not only the materials in its own collections are available, but also those of other libraries (Access Office at University of Michigan, Ann Arbor).

The State Library collects, compiles and publishes significant statistics from all the libraries in the state. This work is closely integrated with the collection of library statistics on a national scale.

It also publishes significant information for libraries in cooperation or coordination with the State Library Association, and is responsible for the dissemination of information regarding regulations and legislation affecting libraries.

The Library functions as a principal connecting link with state and national organizations, and with agencies interested in library development, including at the national level the American Library Association, Library of Congress, the United States Office of Education and the Council of State Governments.

Materials are available on loan to all public, school, college, community college and university libraries in the state.

The collection and servicing of state, federal and local government publications is an established responsibility of the State Library and is accomplished by its Government Center Branch. The Library maintains a complete collection and listing of its own state publications, and is responsible for their distribution to other libraries within and outside the state.

The Library maintains a comprehensive collection of publications available from the Government Printing Office and from other federal agencies, and of the more important local government publications. A selective collection of publications from other states, from international organizations, and from foreign governments also is maintained. Cooperative relations with the Library of Congress are essential. The State Library sees that copies of all state publications are supplied to the Library of Congress for the use of the state's delegation in the Congress, for the use of federal government agencies and for national bibliographical purposes.

Another basic responsibility is the collecting, preserving and servicing of materials relating to the state, its people, and its history; and working with other libraries and historical societies in the collection and preservation of local and state historical materials. Librarians, teachers, historians and research workers are best served when these materials are professionally administered by a staff with specialized training and background for the service. A publication program in the area of Michigan materials includes periodicals entitled: MICHIGAN MAGAZINE INDEX; MICHIGAN IN BOOKS; FAMILY TRAILS; MICHIGAN DOCUMENTS. The preservation of files of Michigan newspapers on microfilm also has been a project administered by the Library. Use of the film has been steadily increasing. A steady flow of historians, students, government employees, genealogists and other researchers are using the collection. Interlibrary loan requests for film average about twenty reels per week. These requests come from libraries throughout Michigan and from all over the United States and Canada.

LIBRARY SERVICES FOR THE HANDICAPPED

In addition to serving individual blind and physically handicapped readers, the Library for the Blind and Physically Handicapped is currently providing service to approximately 215 institutions. This service is provided in the name of the institution, which may be a school, nursing home or home for the aged, a hospital, or medical care facility, a senior citizens center or any other place where blind and physically handicapped readers may be present. Approximately 2,500 blind and physically handicapped readers use the services provided to these institutions.

Individual readers receiving service in their own name continue to receive books on the basis of returns. That is, as they complete each fiction and non-fiction book and return it to the library, another one is sent in its place.

An all-out effort is made to inform potential applicants about the services available from the Library for the Blind and Physically Handicapped. Talking book machines, several talking books and magazines, brochures, the forms used to apply for our services, lists of available books and magazines and publicity material, including posters, radio spot announcements and information for newspaper articles all were provided to public libraries and other agencies. More than 200 talking book machines are currently on loan to public libraries and other agencies for display and demonstration purposes. A marked increase in the number of new applicants would appear to reflect the effectiveness of this method of publicizing our services.

LAW LIBRARY

The functions of the Law Library include furnishing information on laws and government to state agencies, interested citizens, and local agencies within the state; and to similar agencies in other states; exchanging legal materials with similar libraries in other states, preparing bibliographies on subjects of current legal interest; and providing advisory service to other law libraries. Until this year, the physical condition of the Law Library and the shortage of space were, by far, the most serious problems. In July, 1969 the 110,000-volume library was moved to the first floor of the Seven Story Office Building, into a well-lighted, well-ventilated and air conditioned state building, in an area close to the Supreme Court and the Attorney General's Office. Because of its new location in the center of the Capitol Complex, the use of the Law Library by state attorneys has been increased substantially.

Legislative Reference Service, as a State Library function, embraces reference and research assistance to individual legislators, legislative committees and councils, other agencies of the government, and citizen groups.

Other services include compiling bibliographies and book lists on subjects of governmental interest, maintaining a full file and history of all legislative measures, and the summarizing of legislation of other states on specific subjects.

To meet the basic factual informational needs that are so vital to adequate legislation, a special library collection is maintained in the Legislative Service Bureau and operated with State Library personnel.

LIBRARY DEVELOPMENT

Library development is a major function of the State Library. It includes the establishment of standards for library development; advisory and technical assistance to librarians, library authorities, interested citizens and state institutions, and the distribution of books and other library materials.

The State Library takes the initiative in promoting statewide library planning and in development of all types of library service in cooperation with library associations and other interested groups. The State Library stimulates cooperative and coordinated library systems that result in improved facilities and services for all citizens of the state. The legal organization of Michigan public libraries may be found in Appendix C.

The State Library assists all other authorities, state and local, in assuming their full responsibility for library services. However, the state must recognize its responsibility to provide financial assistance, as well as supplemental library services. Grants-in-aid for public libraries should be administered by the State Library.

The State Library prepares State Plans for Federal Programs involving; public library service, construction of public libraries, interlibrary cooperation, (Access Office at University of Michigan), service to institutions, service to the blind and physically handicapped, and concerning school library resources. It also is concerned with library service to state institutions, recruitment and placement of librarians, and certification of public library personnel.

TECHNICAL AND BUSINESS ACTIVITIES

The Technical supportive activities include the purchasing, cataloging and processing of all books, newspapers, microfilms, microcards, recordings, etc. added to the collection. An in-house printing system using Flex-O-Writer equipment reproduces the library's catalog cards. A small satellite purchasing unit at the State Library has improved procedures necessary to handle the complicated purchasing and payment activities. Direct Technical services are now being extended to other governmental agencies. A Book Exchange Program redistributes library resources by means of a bibliography to other public and academic libraries.

The Building and Secretarial supplemental services activities include the mailing and receiving of materials, custodial care of vehicles and building, and the preparing, assembling, and compiling of all library reports, publications, etc.

Lastly, the Business activities encompass the processing and controlling of periodicals to public libraries, the computation and vouchering of state aid grants, the compiling of library statistics, and the preparing, controlling, and reporting of financial activities of the State Library.

ACHIEVEMENTS

An Access Office at the University of Michigan, General Library, Ann Arbor, Michigan is a constructive step, as in the Community College Hot Line service in which twenty-six community colleges are part of a library network, including the recent addition of Wayne County Community College in Detroit. During the school year, nearly 1,000 requests a month have been received from the community college libraries, showing an increase in service of more than 29.7% in one year. A new facility to house the Library for the Blind and Physically Handicapped is in the planning stage, to be located in the secondary complex southwest of Lansing. The move of the Law Library from the Capitol, and the Government Center Branch (Cass Branch) from the basement of the Cass Building, gives the Department of Education's State Library Services a prime location in the Capitol Complex. The move has greatly increased the use of these collections by state agency personnel, and an increased demand on the central resources became immediately apparent.

Within the past year, the major four-year college and university libraries have deposited at the State Library duplicate materials and extra copies of books and periodicals that were no longer needed by their students and faculty. State Library has made these duplicate copies of materials available to all of the community college libraries throughout Michigan. Well over 54% of the original collection has been redistributed, and a wider program of operations covering public libraries and schools will further extend the project.

The $25,000 survey, A Fiscal and Organizational Analysis of Public Libraries in Michigan authorized by the Legislature, has become a major contribution to library regionalization in Michigan. A staff report listing recommendations for implementation of this report is in preparation.

DIRECTION AND GOALS FOR THE FUTURE

Library Services and Construction Act grants should be used as seed money to begin demonstrations of regional library service in selected areas throughout the state in an effort to show how total library service can be responsive to the educational needs of the people of Michigan.

The Elementary and Secondary Education Act grant to Michigan school libraries should foster the Right to Read Program as a major endeavor of the Michigan Department of Education.

Further development and coordination of library collections within various departments of state government--Public Health, Natural Resources, Social Services, State Highways and the State Historical Commission must continue. Suggestions have been made and plans are now being considered for a manpower desk as part of the State Library Services to increase the area of responsibility of the Department of Education in a vital area that concerns many state agencies.

The State Library Services seeks to complete the final links of a research triangle that will bring together the major libraries of Lansing (State Library and Michigan State University Library), Ann Arbor (University of Michigan Library), and Detroit (Wayne State University Library and the Detroit Public Library).

The State Library Services may become the sole distributor for all state agency films either purchased by or created by the agencies. A complete list of all such films available from state government could be distributed so that schools would know what is available from Lansing in many subject areas. The State Library would be the booking agent and the principal distributor. This would replace a service that is usually carried on in numerous state agencies where there is neither the staff nor the room to house or book the films in an efficient manner. Such a program would greatly benefit the elementary and secondary schools of Michigan in making available to them large amounts of information that is available from state government.

In conclusion, the following information supplies statistical data pertinent to the State Library's operation in fiscal 1971-72:

Number of Employees	141 positions
Number of Volumes	1,309,220
Micro-Holdings	30,512
Film & Filmstrips	1,186
Total Circulation	622,700
Total Subject Requests	56,000
Access Office Requests	14,000
Number of Institutional Patrons	17,000
Number of Blind & Physically Handicapped Patrons	9,000

Financial Support - State of Michigan	
State Library Services	$ 1,136,700
State Aid Grants to Public Libraries	1,942,100
Total - State Support	$ 3,078,800
Financial Support - U. S. Government	
LSCA I (Public Library IV-A (Institutions), IV-B (Blind and Handicapped)	$ 1,750,025
LSCA II (Public Library Construction)	281,654
LSCA III (Inter-library Cooperation)	62,405
ESEA II (School Library Resources)	4,252,744
Total - Federal Support	$ 6,346,828
GRAND TOTAL - LIBRARY SUPPORT	$ 9,425,628

V. NEED ASSESSMENT

As stated earlier, the organization's goals are influenced and shaped by several internal and external SOURCES. However, over-shadowing all of these sources are the needs of the 8.9 million Michigan residents for library services. Within Michigan's population are a large number of users and potential users who might use libraries to satisfy informational, educational, and recreational and/or cultural needs. It is these needs or demands that provide measures of the problems faced by the State Library. In addition, the State Library needs include:

A) Adequate state support with less reliance on federal funds.
B) Adequate space for efficient operation in terms of use by state government personnel.
C) More specialized materials for meeting the needs of the government.

In the overall development of the PBES, the State Library attempted to provide the best estimates possible of the Need/Demand Estimator: "A quantitative measure of the magnitude of a problem which is related to the required size of an element's output production in response to that problem." Again reference should be made to the State Library's top priority of regionalization. Placed in the first section of the State Plan because of its importance, is a description of statewide library regionalization. Unless the financial and organizational problems are resolved, little progress will be achieved in satisfying the needs/demands estimators identified in the PBES.

In summary, it is also reasonable to name various groups within the State that need a library service for various reasons. These groups include the following:

2.4 million elementary and secondary school students.

68,000 students in technical schools.

132,000 community college students.

267,900 college and university students.

30,171 persons housed in state-supported corrections, mental health, and other institutions.

Adults with specialized information needs related to professional, business or decision-making responsibility.

Individuals concerned with their own self-development, including those who need information for personal or vocational advancement and materials for constructive use of leisure time.

1,298,000 persons identified as disadvantaged as a result of poor education, ethnic or rural discrimination, or unemployment.

50,880 handicapped and blind persons.

752,955 aged persons 65 years of age or older. (1970 Census)

2.3 million rural people whose access to library resources and services are limited.

VI. EVALUATION

In late 1970, the Governor committed the State of Michigan to a program which would eventually revamp the entire decision-making process of state government. In committing the state to the Program Budgeting Evaluation Services (PBES) the Governor is seeking to switch the decision process from focusing on an organization approach to focusing on a program approach when requesting state appropriation.

All departments and separate agencies of state government have been directed to prepare information and plans which aid the PBES structure. This structure can be formated as follows:

PROGRAM STATEMENT

Subcategory Impact Indicators

Element Output Measures

Element Need/Demand Estimators

FINANCIAL STATEMENT

Subcategory Summary (Operating and Investment Costs)

Element Detailed (Budget Accounts)

Element Summary (Operating and Investment Costs)

MANPOWER STATEMENT

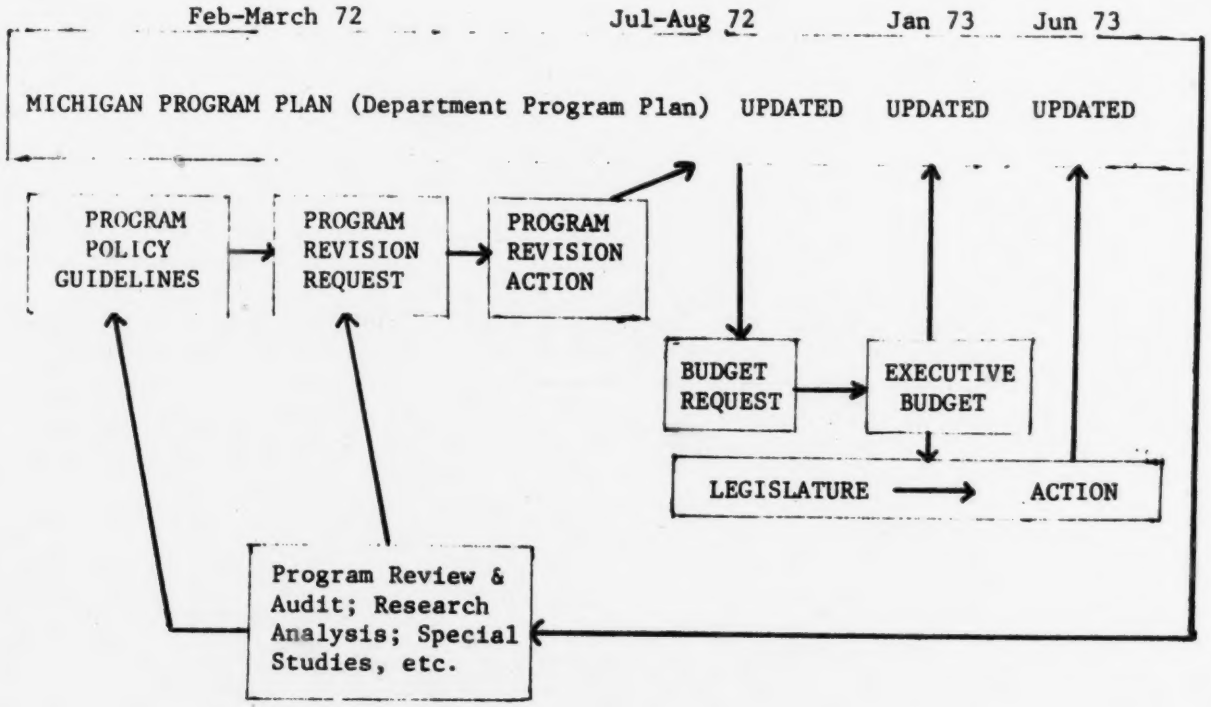
Element Detailed (Classifications)

In the process of developing program structure, departments have been instructed to disregard organizational structure and focus upon goals, objectives, impacts and outputs. This resulted in program structures that reflected departmental goals and objectives but which were not necessarily coterminous with organizational structure. The resulting discontinuity requires the designation of authorities for coordinating program planning, budgeting, execution, and evaluation.

The normal decision flow when the PBES is completely installed will begin in early April when the Governor will issue Program Policy Guidelines. The Program Policy Guidelines include: Forecasts of economic, demographic and social trends; identification of program priorities; and identification of problem areas requiring studies to explore program alternatives. In short, the Program Policy Guidelines provide broad perimeters to guide agencies in preparing requests for revision of their Department Program Plans.

Following the issuance of the Program Policy Guidelines, changes in the Department Program Plans will be initiated through the preparation of a Program Revision Request (PRR). The PRR's will reflect the guidelines provided by the Program Policy Guidelines, proposed program changes based upon analytic studies conducted by or for the department or by the Executive Office, and new needs or demands considered relevant in the judgment of the head of the department. The PRR's will be reviewed by the Bureau of Programs and Budget beginning in the late spring, final action will be completed by the Governor by late summer. An updated Department Program Plan, incorporating the final actions taken on the PRR's will provide the basis for the preparation of the agency budget requests. Budget requests will continue to be due in the early fall so that action by the Executive Office can be completed in time for budget submittal in January. A comprehensive description of the PBES cycle is found in Chart E.

CHART E



The Program Budget Evaluation System Cycle

Initial efforts have attempted to identify measurement data which indicates the quality of services provided. (Examples of PBES data are in Appendix B.) However, the State Library recognizes the problem in evaluating library services is due largely to the: "...absence of a definition of goals for the delivery of library service. Without meaningful standards, it is difficult to evaluate the impact of different library service funding levels."

Preliminary output measurements are the first large steps necessary in the upward evolution of data that can attempt to determine impact of library service on needs and demands. Technical and practical advancements in the development of evaluation research and measurement tools should eventually lead to the development of quality library service.

However, at this stage of development, the measurements used to evaluate the effectiveness of library services are either nonexistent or, at best, primitive. Beyond intuition, there are a few library statistics and these cannot really be used for good policy planning.

Within the PBES structure, the State Library has developed 28 output measurements which should really be described as <u>indicators</u> of services. These indicators provide a basis upon which one can judge the direction or re-direction of State Library Services. Chart F outlines these indicators as they relate to the activity area.

CHART F

READER SERVICES

Reference	1.	VOLUMES (RECORDS, PHOTOCOPIES, TAPES, MICROFILMS, ETC.) CIRCULATED.
	2.	NUMBER OF REQUESTS SOLICITED FROM INSTITUTIONS OF HIGHER LEARNING.
	3.	NUMBER OF PUBLICATIONS DEVELOPED AND PUBLISHED YEARLY.
Gov't Ctr.	1.	VOLUMES CIRCULATED TO STATE AGENCIES.
	2.	NUMBER OF PUBLICATIONS DEVELOPED AND PUBLISHED YEARLY.
Michigan	1.	NUMBER OF ITEMS REPRODUCED TO PRESERVE MICHIGAN'S HISTORY.
	2.	NUMBER OF ITEMS ADDED TO THE MICHIGAN COLLECTION.
	3.	NUMBER OF PUBLICATIONS DEVELOPED AND PUBLISHED YEARLY.
Law	1.	VOLUMES OF MATERIALS CIRCULATED.
Blind	1.	NUMBER OF READERS DIRECTLY RECEIVING SERVICES.
	2.	NUMBER OF SCHOOLS RECEIVING SERVICES.
	3.	NUMBER OF WORKSHOPS AND PRESENTATIONS MADE.
	4.	NUMBER OF READERS SERVED BY THE SUB-REGION LOCATION.
	5.	NUMBER OF AUDIO TAPES REPRODUCED AND PRODUCED.

6. VOLUMES CIRCULATED TO BLIND AND HANDICAPPED PERSONS.
7. TOTAL AMOUNT OF RESOURCES IN OUR BLIND AND HANDICAPPED COLLECTION.
8. AMOUNT OF SOUND RECORDING EQUIPMENT CIRCULATED.

SPECIALIST PROGRAM

General
1. NUMBER OF WORKSHOPS AND TRAINING PRESENTATIONS INVOLVED IN.
2. NUMBER OF VISITS MADE WHICH HAS RESULTED IN SOME RECOMMENDATIONS FOR THE LIBRARY.

School
1. NUMBER OF SCHOOLS RECEIVING ESEA TITLE II GRANTS.
2. NUMBER OF FORMS HANDLED BY OUR STAFF TO GRANT OUT ESEA TITLE II MONIES.

Public
1. NUMBER OF CONSTRUCTION PROJECTS APPROVED.

Institution
1. NUMBER OF VOLUMES CIRCULATED.

As indicators are examined, analyzed, and related to goals and objectives, it must be recognized that evaluation is not dependent upon one indicator, but a series of indicators that put in the proper perspective the different dimensions of providing quality library service. As goals and their objectives are not a single entity, isolated within the organization, but part of the whole and related to the total service structure. Several indicators are needed and must be used in measuring the many facets of effective and quality library service. Appendix B presents the linkage of library goals and objectives to the present list of indicators established for the State Library under PBES.

A final link in the PBES is the development of manpower and financial statements. This analysis provides a basis for providing information on existing programs as well as projecting future data based upon current program commitment. Recognizing the difficulties in allocating the cost and manpower activities among the numerous programs and elements, the State Library has made an initial attempt to reflect this data. Chart G summarizes this data:

CHART G

Program	Subcategory	Manpower	Cost
Intellectual Development & Education	Special Education	12.3	$ 151,600
Intellectual Development & Education	Elem. & Secondary Ed.	33.7	2,296,600
Intellectual Development & Education	State Lib. Services	16.1	180,500
Cultural Enrichment Opportunities	Lib. Support (Public)	47.1	3,946,673
Cultural Enrichment Opportunities	Lib. Support (Blind)	8.4	126,900
Direction and Support Services	Staff Services (Gov't)	24.2	405,000
	Program Totals	141.8	$7,107,273

For long-range planning and development, the Department of Education has also established a six-step accountability thrust for all programs within the Department. This accountability model allows each program to identify and define its relationship to the total services offered by the Department. State Library Services has four recognized programs:

1. Reader Services Program
2. Law, Legislative and Government Documents Program
3. School-College Consulting Program
4. Cataloging, Processing and Book Selection Program

This program statement reinforces and supports this State Plan by delineating and detailing to a much greater extent the services and activities provided to the library user. Each program statement is divided into six major parts:

1. Goals of the Program--which identified broad program goals
2. Performance Objectives--which identified the specific objectives the program seeks to attain during the 1971-72 fiscal year
3. Needs Assessment--which presents information indicating the degree of unmet needs
4. Analysis of the Delivery System--which by identifying administrative costs and annual allocations, offers a beginning financial analysis of the delivery system and also presents a timetable of program activities
5. Evaluation--which in future reports will present information on the extent to which the performance objectives specified in the prior year were achieved
6. Recommendations for Improvement

Efforts are being made and must be made by the State Library to train local library administrators in the use of this model. Special conferences have been held to clarify the accountability model and how it might be applied by a local administrator to his program for the optimum use of his limited resources.